

CONFIDENTIAL

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : "The Agency's Fiscal Program"

1. Your memorandum of 19 February 1964 raised questions with respect to the proper division of labor between John Clarke and Bob Fuchs for lectures bearing on Agency fiscal programs in the Intelligence Review Course and the Clandestine Services Review Course and the overall contribution of the DDS to the Intelligence Review Course.

2. John Clarke was asked to do the lecture on "The Agency's Fiscal Program" in the IRC because experience with the course has shown that the students are interested in fiscal policy and doctrine at the top level. Clarke's position seems to be the best vantage point for this kind of approach. Perhaps the title of the lecture is misleading -- perhaps it should be "The Agency's Fiscal Problems" or "The Agency's Budgetary Problems."

3. I feel that the contributions of the DDS components are extremely valuable to the course, and the course critiques have consistently supported this feeling. The students are convinced that an understanding of the scope and nature of DDS activities gives them a better understanding of the Agency as an organic whole and, consequently, a better understanding of the functions of their own components as parts of the whole.

4. I feel that one of the major benefits of the course is the departure from parochialism that it induces. The DDS coverage makes a real contribution to this end. The real objective of the course is not to make specialists better specialists; it is to make specialists better intelligence officers and better Agency employees. Accepting that objective, there is a real "need to know" about DDS services and functions.

5. The one DDS lecture that could possibly be considered peripheral to the objective is that given by [REDACTED] on "Logistical Support Activities." I would be reluctant, however, to drop this lecture; it makes a definite contribution in an area that is little understood by DDI students. Again, it is another nudge away from parochialism.

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6. In the 9 March running of the Clandestine Services Review Course we are already planning to have John Clarke discuss "The Agency's Fiscal Program" from the same broad point of view described in paragraph 2. Although the Office of Finance is not scheduled for a presentation in the next program we think there may be excellent reasons to include them in subsequent programs. The participation of other support elements in the CSR is important as well, not only for the reasons cited in paragraphs 3 and 4, but also from the point of view that the returning Clandestine Services officers will be working, in many instances, directly with your offices on problems related to the support of operations.

7. I will be pleased to discuss these two programs with you at your convenience.

MATTHEW BAIRD
Director of Training

Attachments

1. IRC Schedule
2. CSR Schedule

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